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HOME LIGHTING

Suggested Organization for Home Lighting Service
Departments and Merchandising Methods

Serial Report of the
HOME LIGHTING COMMITTEE

1928-1929

COMMERCIAL NATIONAL SECTION

This report is sent to each Member Company for the attention of the department head most concerned. It should be referred to those in the organization who may be interested.

NATIONAL ELECTRIC LIGHT ASSOCIATION

September, 1929

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HOME LIGHTING

This serial report of the Home Lighting Committee, Lighting Bureau, Commercial National Section has been edited from the reports of its subcommittees on (1) Promotion of Home Lighting Service and (2) Critical Analysis of Residential Campaigns.

PROMOTION OF HOME LIGHTING SERVICE SUBCOMMITTEE PERSONNEL

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CRITICAL ANALYSIS OF RESIDENTIAL CAMPAIGNS SUBCOMMITTEE PERSONNEL

Chairman, E W COMERY

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FROM THE EDITOR

It is with a sense of pride and pleasure that I introduce the new journal, *Journal of the History of Philosophy*. The journal is the result of a long and careful planning process, and I am grateful to the many individuals who have contributed to its development. The journal is intended to be a platform for the exchange of ideas and perspectives on the history of philosophy, and I hope that it will be a valuable resource for scholars and students of the discipline.

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HOME LIGHTING

PART I—PROMOTION OF HOME LIGHTING SERVICE

Introduction

The subcommittee on Lighting Service has endeavored to point out the potential domestic lighting market and show that this market can be developed by the establishment of a "Service" in Home Lighting. Also it has prepared an outline of the necessary qualifications of a Home Lighting Specialist, the functions of the Lighting Service Division and its value to the electric service company.

This report covers the following subjects:

1. The Potential Market
2. Organization of a Home Lighting Department
3. Activities
4. Equipment
5. Value to Other Departments.

Section I

THE POTENTIAL MARKET

Of the total revenue received by the electric light and power industry during 1928, approximately 35 per cent was derived from the sale of electricity for lighting purposes.

Of the 23,238,000 customers on record as of Dec. 31, 1928, 82 per cent, or 19,077,000, were domestic lighting customers.

An analysis conducted by the National Electric Light Association covering a two-year period (1926-28) showed an increase in domestic customers of 15.1 per cent, an increase in kilowatt-hour sales of 33.8 per cent, but an increase in sales per domestic customer of only 13.6 per cent. The big problem indicated is to increase the energy use per customer. There are more than 19,000,000 homes which are prospects for improved home lighting.

REVENUES FROM SALES OF ELECTRIC SERVICE, 1928

(From N. E. L. A. Statistical Bulletin No. 3)

		% of Revenues from Consumers	Total
Domestic service (inc'dg'g non-irrigated farms)...	\$555,944,000	30.9	29.1
Commercial; small light and power (retail)...	523,180,000	29.1	27.4
Commercial; large light and power (wholesale)	591,195,000	32.8	31.0
Street lighting	74,566,000	4.1	3.9
Street railways and elec- trified railroads	47,933,000	2.7	2.5
Miscellaneous	8,620,000	0.4	0.4
Total from ultimate con- sumers	1,801,438,000	100.0	94.3
Other electric enterprises	107,365,000	5.7
 Total gross revenues	 \$1,908,803,000		 100.0

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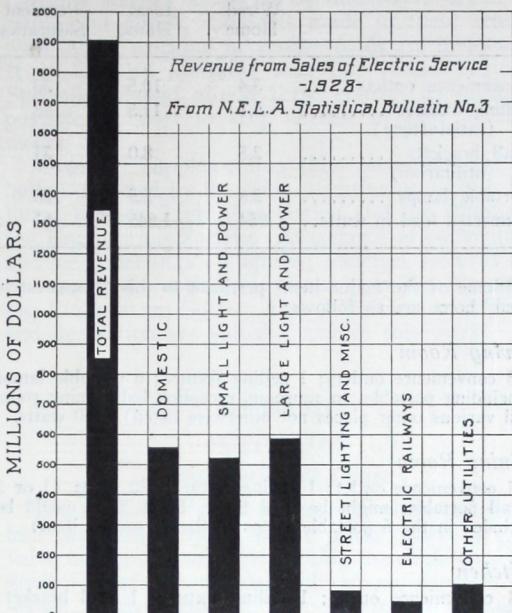


FIG. 1.

Survey and statistics indicate that lighting equipment in the home is far from the point of saturation, and that the home field offers wide possibilities.

According to a 1926 report of the Electricity in the Home Committee, N. E. L. A., the conservative ideal home shows the following wiring and lighting equipment which will supply reasonably convenient utilitarian lighting for the average home. It represents a condition for which the electrical industry should strive as a first milestone.

It is emphasized that these items must be considered not only in a given room, but for a home as a whole, and that they represent averages of several possible satisfactory layouts.

Using the average figure for domestic energy consumption in 1928, viz., 459 kw-hr. per year, the total energy consumed by residence customers totals 8,489,000,000 kw-hr. This load represents a revenue of \$555,944,000 or 29 per cent of the total revenue received from all sources. This energy has been used by homes inadequately equipped electrically. If the homes of the country were brought up to the standard of the "conservative ideal" the energy consumption might be raised to 10,418,940,000 kw-hr. representing an annual revenue of \$650,000,000. This would result from the increased use of home lighting alone.

In addition to the development work in the present wired homes and the homes being built each year there remain nearly 9,000,000 unwired homes, a

COMPARISON OF WIRING AND LIGHTING EQUIPMENT
AVERAGE WIRED AND "CONSERVATIVE IDEAL" HOMES

	Average Wired Home	"Con- servative" Ideal Home	Per Cent Saturation
Convenience outlets.....	3.4	10.5	33
Ceiling fixtures	6.1	11.5	53
(satisfactory)			
Wall brackets	2.5	8.0	31
(utilitarian)			
Portable lamps	2.8	8.5	33
Connected load in watts..	954	1,845	51

*Some of the major items pertinent to this "conservative ideal" home are as follows:

Living Room

3 convenience outlets; 1 ceiling fixture; 6 portable lamps (including portables in sunroom, reception hall, dining room and various other places not otherwise listed); 540 watts.

Dining Room

1 convenience outlet; 1 ceiling fixture, 230 watts (1 or 2 small portables might be used here. If so, they would be included in the 6 portable lamps in the foregoing item).

Kitchen

1 convenience outlet; 1 ceiling fixture; 1 wall bracket; 200 watts.

Bedrooms

Average, 2.5 bedrooms per home; 2.5 convenience outlets; 2.5 ceiling fixtures; 5 wall brackets; 2.5 portable lamps; 475 watts.

Bathroom

1 convenience outlet; 2 wall brackets; 100 watts.

Hallway

1 convenience outlet; 1 ceiling fixture; 50 watts.

Basement

1 convenience outlet; 5 fixture outlets; 250 watts.

portion of which are coming within reach of central station service every year.

Aside from the revenue which can be obtained in this field, electric service companies should not lose sight of the tremendous influence they can exert toward the conservation of eyesight and the bettering of living conditions by promoting good home lighting.

Therefore, it is recommended that central stations encourage the development of home lighting through the establishment of a Home Lighting Service Department.

The figures used in this report are quoted from and based upon figures secured from N. E. L. A. Headquarters—"Use of Domestic Service and Revenues Received Therefrom in the United States (N. E. L. A. Series)," the report of the 1926

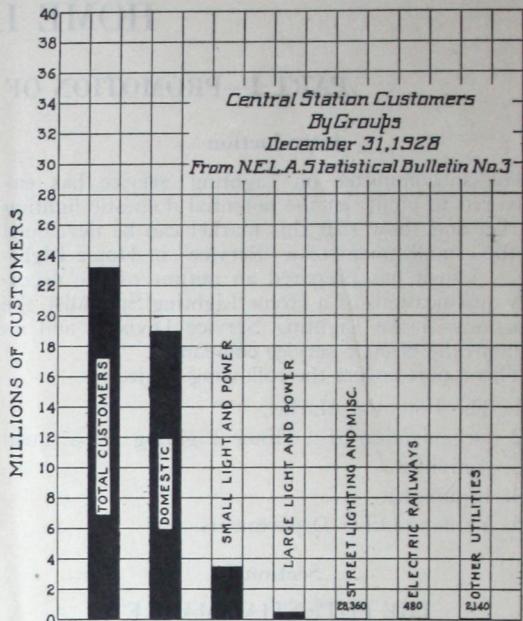


FIG. 2.

CONSUMERS (NUMBER) DEC. 31, 1928

(From N. E. L. A. Statistical Bulletin No. 3)

Domestic service (including non-irrigated farms)	19,077,000
Commercial service (small light and power)....	3,584,000
Commercial service (large light and power)....	546,000
Street lighting and miscellaneous, municipal....	28,360
Electric railways and electrified railroads.....	480

Total consumers.....	23,236,000
Other electric enterprises.....	2,140
Grand total	23,238,000

N. E. L. A. Committee on Electricity in the Home and from the N. E. L. A. Statistical Bulletin No. 3, covering the year 1928.

Section II

ORGANIZATION OF HOME LIGHTING SERVICE

I—Place in Electric Service Company

It is assumed that the Home Lighting Service Department will be a part of the New Business or Commercial Division of the electric service company.

The work of the Home Lighting Specialist will fit into the organization of the New Business or Commercial Department as shown in Fig. 3.

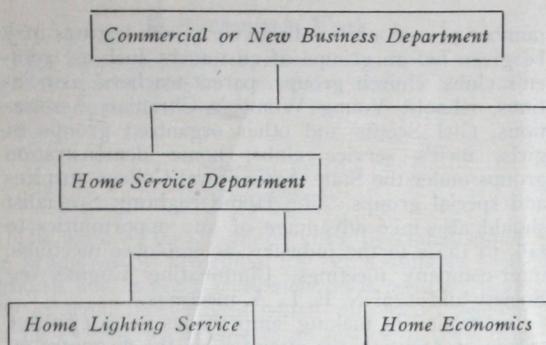


FIG. 3.

The various advisory services rendered by the company to homes should be coordinated in one department, usually designated as the Home Service Department. Home lighting service has become highly specialized, and some companies have developed women devoting their time exclusively to this work.

The Home Lighting Specialist may be a part of the Home Service Department, or in present practice, it may prove desirable to attach the Home Lighting Specialist to an already established Home Lighting Department.

II—Personnel

The number of trained women available for this type of work is limited.

The following qualifications may prove a guide in making a selection:

1. Good breeding, personality, dignity.
2. Background (previous training).
 - (a) A college education is preferable, but a high school education is necessary.
 - (b) Experience in interior decoration, and the use of color is necessary because home lighting and home decoration are closely related.
 - (c) Previous experience in teaching is valuable because teaching gives practice in coordinating ideas and in addressing groups.
 - (d) Experience in public speaking is valuable.
 - (e) Knowledge of fundamentals of home lighting is desirable.
 - (f) Active participation in club work provides valuable training.
3. Age.

Women of mature judgment are better qualified for this work because—

 - (a) They have dignity and poise, qualities necessary in considering public relations.
 - (b) They have platform presence and inspire confidence in an audience.
 - (c) They inspire confidence in customers when making home lighting recommendations.
 - (d) They are seriously interested in business, thereby reducing turnover of employees.

III—Training of Specialists

It is essential that women inexperienced in lighting should be properly trained before coming into actual contact with the public. A satisfactory method of obtaining lighting information is through the Home Lighting schools conducted by manufacturers of incandescent lamps. Contacts made in these schools with others working in similar fields are invaluable. It is likewise desirable that the Home Lighting Specialist should attend these courses as often as possible in order to keep abreast of new developments.

Means of supplementing this instruction are the bulletins issued by the lamp manufacturers, the National Electric Light Association and the Illuminating Engineering Society. Attendance at conventions and local meetings of lighting societies, lectures and courses in decoration, membership in the Illuminating Engineering Society, and exhibitions of lighting and decoration are valuable aids in this work.

Section III

ACTIVITIES

Explanation of Chart

The good-will factor of business plays an important part in all Home Service work. There is great value in securing and maintaining the confidence and good-will of the people with whom contacts are made. These frequently seem to produce no immediate revenue for the company, but the ultimate value cannot be disregarded. Cooperation with architects, builders, etc., through voluntary service produces gratifying results.

The primary function of a Home Lighting Specialist is, by arousing the lighting consciousness of the residence customers, to improve home lighting conditions, thereby raising the residential load and increasing the revenue.

The Home Lighting Specialist will accomplish this in the following ways:

I—Promotion of Adequate Wiring and Lighting

Before large increases in consumption can be expected from either new or existing houses, it is essential that the wiring be brought up to modern standards. In the case of the new home this may be accomplished by working with the home owner, builder, architect and realtor. In new buildings the wiring is one of the last things to be installed, and is the item which is most often reduced in a spirit of false economy.

When modernizing an existing home, the house owner or lessee will be approached. Exhibitions of present approved wiring practice, of a permanent or portable character, are helpful, particularly demonstration homes correctly wired and lighted, which present to the customers a concrete example.

II—Arousing Lighting Consciousness

Lecture work in home lighting is desirable, as this is the most effective means of reaching any great

HOME LIGHTING COMMITTEE

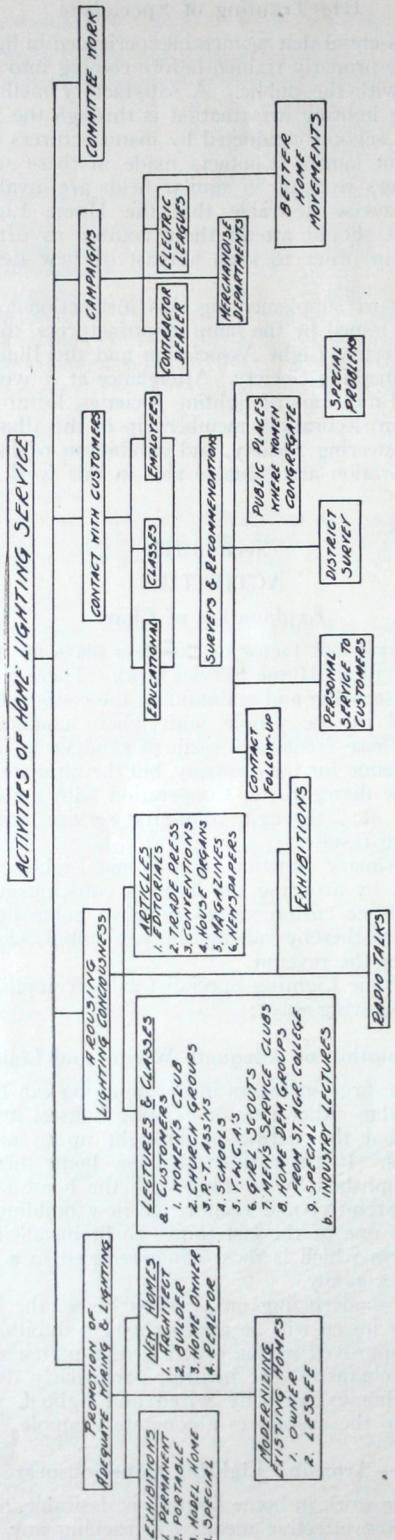


FIG. 4.

number of customers collectively. Such lectures may be given before groups of customers such as women's clubs, church groups, parent-teachers' associations, schools, Young Women's Christian Associations, Girl Scouts and other organized groups of girls, men's service clubs, home demonstration groups under the State Agricultural College auspices and special groups. The Home Lighting Specialist should also take advantage of any opportunities to talk to those in the industry, at employee meetings, inter-company meetings, Illuminating Engineering Society and local N. E. L. A. meetings.

Instruction in making lamp shades is an effective means of focusing the attention of the customer on the lighting conditions in her home and arousing a desire to better these conditions.

Another excellent medium is the publication of articles on adequate wiring, home lighting and home decoration in the trade press, magazine, newspaper, house organ, editorial column and convention paper.

Radio talks and exhibitions are always helpful.

III—Contact with Customers

The Home Lighting Specialist will make contact with individual customers in a general way with the lectures, in a personal way with the lamp shade classes and through employees. Such contacts will result in requests on the part of customers for assistance in improving the lighting conditions in their homes. Where such requests are received, a careful survey of the existing conditions may be made and suitable recommendations insuring adequate lighting presented to the customer. In this work the Home Lighting Specialist will plan the lighting system for new homes, better conditions in existing homes, make convenience outlet surveys, incandescent lamp surveys and decoration surveys, including the selection of fixtures and portable lamps and will give customers advice on lamp and fixture buying. Therefore, it is necessary that the Home Lighting Specialist be in close touch with available lighting equipment in order that she may make practical recommendations.

By improving the lighting in public places, such as clubs, tea rooms, waiting rooms, etc., an example is set which women will follow in their homes.

It is essential that the potential customer market be analyzed in order to permit the intelligent planning of the work. A district survey would provide such an analysis.

The Home Lighting Specialist should be prepared to render assistance to customers having special problems such as the lighting of theatricals, pageants, fairs, parties, etc.

IV—Campaigns

The Home Lighting Specialist should give her support to campaigns designed to improve home lighting conditions. She should cooperate with the Merchandising Department in its efforts to sell better fixtures or portables and in Better Home Movements. She should also work with the Electrical League and contractor dealers where this seems desirable.

V—Committee Work

The Home Lighting Specialist should be encouraged to participate in committee work. This will provide valuable contacts for her and broaden her outlook.

Section IV EQUIPMENT

The work of the Home Lighting Specialist should be promoted by providing for her a suitable background, and as much equipment as is possible, bearing in mind the changes which will occur, necessitating keeping up to date in all phases of the work.

A. Office Equipment

It is desirable that the Home Lighting Specialist be provided with a suitable space where she may introduce the home atmosphere and show home lighting effects, since she is dealing with women customers who react quickly to surroundings.

A library of books and magazines on home lighting and decoration is essential.

B. Educational Equipment

The Home Lighting Specialist should have informative literature on home lighting for customer distribution and a suitable announcement of her lecture service to send to women's clubs, church organizations, etc.

She will require portable equipment for lecture work and classes.

She should be given opportunities for personal development.

Section V VALUE

The work of the Home Lighting Specialist will be of value to various departments of the company as follows:

1. New Business Department

By stimulating the use of electricity through the increased use of convenience outlets, lamps of the proper wattage, portable lamps and fixtures and decorative lighting.

2. Merchandising Department

By recommending the use of additional incandescent lamps and lighting equipment.

3. Publicity Department

By affording publicity of the highest type through lectures and classes.

4. Public Relations Department

By building up customer good will.

5. Home Economics Department

By providing further contacts for the Home Economics Department.

6. Lighting Bureau

By rounding out the work of the Bureau.

PART II—MERCHANTISING METHODS FOR THE RELIGHTING OF RESIDENCES

Introduction

A survey of the part which central stations played years ago in merchandising residential lighting fixtures reveals activity throughout the entire country during the time the wiring of old and new homes was a major issue. Among the merchandising offers prevalent at the time, it will be recalled that a combination set of fixtures for the main rooms of the home was most commonly offered along with the wiring installation.

In those early years the great step in satisfaction from no electric service to electric service became so obvious that sales records were undoubtedly made in all parts of the country. During the following years this work was aggressively carried on until now it is generally admitted that a very large part of the homes within reach of central station service are wired.

Since and during the earlier years of house wiring and fixturing great progress has been made in the art of lighting, until now we find that few of the fixtures previously sold render a service commensurate with present standards. Likewise, the standards of wiring have gradually risen to a point which render the wiring of these previously wired homes very inadequate when compared with present good practice.

As in many businesses a complete cycle of de-

velopment has occurred since the earlier years of house wiring and fixture campaigns. We are now confronted with the problem of returning to these same homes with a story of modern inexpensive and controllable light. The opportunity exists, and it does not appear to be something the central stations can ignore if they are to continue to be as desirous of having their customers obtain the best of service from their product as they always have been.

The substitution of electricity for candles, kerosene and gas for general lighting has become so nearly universal that now it would be difficult to keep electricity from the homes within reach of present lines. This so-called "consciousness" indicates the value which the public now places upon electric service.

The Present Problem

Today the problem is not that of converting the customer from one of the inferior previously used illuminants, but rather a conversion from an unintelligent use to an intelligent use of the illuminants, which is now available and has been available for a considerable period of time. Obviously, selling the advantages of modern lighting presents a more difficult and complex commercial problem than that encountered in the earlier days of electrification. It

is not unlikely that the apparent complexity of the present merchandising problem, that of relighting the homes of this country, has kept many of the central stations from entering this field. Other reasons for not entering this field do not properly enter this discussion.

Scattered activities here and there, with reports of failures or mediocre successes, have undoubtedly done much toward creating an unfavorable attitude toward the commercial possibilities of this field. On the other hand there have been a sufficient number of real successes to prove that the job can be done, and from these successful activities and also from those of the less successful, it is possible to gather together pertinent facts which greatly clarify the issues involved. The pioneers have paid the price for their knowledge, and thus it may be safely said that the selling of better lighting in the home has gone through much of the experimental stage. Relighting activities may be undertaken with assurance of success if these activities are properly handled.

The following present a study of methods and a summary of facts taken from the experiences of many central stations extending over a period of years.

Major Commercial Opportunities

The nation-wide Home Lighting Contest¹ revealed the following percentages of unquestionably obsolete lighting fixtures, drop cords, combination gas and electric fixtures, etc.:

	Obsolescence Per cent	Connected Load Watts
Living room.....	16	141
Dining room	18	125
Kitchen	65	74
Bedrooms	53	52
Bathroom	50	31
Hallways	25	...

In addition to the magnitude of the field indicated from these figures, extensive observations indicate that fully 50 per cent of remaining fixtures do not provide lighting according to present good practice.

Kitchen

From these facts and the actual experiences of a large number of central station companies, there is strong evidence to support the contention that the Kitchen Lighting Campaign should be the first to be conducted. The element of personal taste is less marked in selecting lighting equipment for this room than in the other rooms of the home thus far campaigned, hence one type of fixture is much more universally acceptable. Low price of fixture makes for less sales resistance. Longer hours of burning and a fixture employing one large lamp are guarantees of a definite reward. One type of fixture as-

sures definitely improved and satisfactory lighting results. Only a moderate amount of training of the sales force in the subject of lighting is required.

Porch and House-Number Lighting

Recently the combination porch-light and illuminated house-number has been actively campaigned and with gratifying results. There are a number of points in connection with this campaign item, which make it nearly comparable with kitchen lighting as an initial activity. It is in the class of the lower-priced items. It is relatively free from the item of personal taste. There is practically none in use, and probably the most outstanding feature of practicability lies in the fact that the problem of installation can be exceedingly simple. The salesmen in the majority of cases make the installation by merely substituting the new unit for the old porch globe in the already installed ceiling-holder. Each installation is seen by a large number of people, and in this way it creates a certain amount of self-advertising. Due to the wattage of lamp used it does not appear to be comparable with the kitchen unit as a revenue builder; however, the illuminated number part of the unit should initiate more burning hours for an outlet which is generally quite insignificant.

Dining-Room

The dining-room has been considered the most desirable as the second room for a relighting activity, although a number of second activities have been built around the bedroom or living-room. In communities having a large industrial population there are excellent reasons for choosing the dining-room. In the homes of the industrial worker the dining-room is often used as a place for reading, studying and sewing. This is particularly true where there are children, for the dining-room is the only place in which there is a table of satisfactory size for school work and at which there is a lighting fixture. Good lighting for the conservation of the eyesight of children is a powerful sales argument. Finally, the competition with portable lamps is at a minimum in the dining-room. Lighting activities planned for the dining-room should incorporate lighting education for the sales force. The educational program should specifically develop a proper understanding of the facts pertaining to good lighting and the saving of the eyes of youngsters.

Bedroom

The bedroom also has been campaigned very successfully as a second-room activity. Satisfactory fixtures are usually obtainable costing less than satisfactory fixtures for either the living-room or dining-room, and the sales force need not be as thoroughly trained on the subject of lighting. Personal taste is usually more easily satisfied.

Living-Room

Although there are very good reasons for cam-

¹ Report of the Lighting Committee, Commercial National Section, 1924-25 Residence Lighting—Analysis of Home Lighting Contest Primers, M. Luckiesh, Subject Chairman.

paigning the living-room fixtures after the kitchen, very few companies have tried this for their second activity. All members of a family have a specific interest in this room, and when the budgeting of the family resources is considered, changes in furnishings are looked upon with more favor than in other rooms of the home. Pride of ownership is gratified, inasmuch as guests are entertained here. Usage of equipment permits decided increases in electrical consumption. The present disuse of ceiling fixtures which is becoming more customary is due in part to the unsuitability of equipment now installed. A better lighting education of the salesforce is needed for this activity than that which is required for some of the other activities.

Portable Lamps

Portable lamp campaigns have been conducted successfully by a large number of companies, although interest in this relighting item appears to be waning. Competition from many sources accounts in a large measure for this attitude. This item has a unique appeal to people living in rented homes, inasmuch as it can be transported readily. This factor is of considerable importance, for the number of rented homes probably constitutes one-half of the total. At present there is a marked scarcity of portable lamps possessing real lighting merit. Future developments incorporating improved lighting results from portable lamps should offer new opportunities for further development of the residence lighting field.

Laundry

The appeal for better lighting in the laundry is similar to that used in the kitchen. The utility light is a combination of porcelain enamel steel reflector and white glass inclosing globe, equipped with a closed-metal loop-suspension and extension cord which permits in many cases its use where desired without additional wiring. Due to its general usefulness it is not uncommon to find that the sale of one of these units leads to the sale of a second. The work-bench in the garage has drawn many of these units from the ironing or washing machine in the basement. After being inconvenienced in this way on a number of occasions, the housewife has insisted on having the second one purchased, so that she will not be further inconvenienced on laundry days. This unit, while not an unusual revenue producer, provides a means of creating an appreciation of better lighting in the mind of the householder.

Incandescent Lamp Sales

Extensive observations and surveys indicate that people in general do not have an extra supply of lamps on hand. As lamps burn out, empty sockets are created. Procrastination and habit go hand in hand in contributing toward this condition. If these sockets are filled and kept filled, it is not unreasonable to assume that revenue increases and increased customer satisfaction will follow. Furthermore, the introduction into the home of extra lamps of various sizes improves the likelihood of having on hand the right lamp for the socket. Assortment cartons

of lamps should contain some of the higher wattage lamps (60-watt and 100-watt), inasmuch as there are a number of places in the average home where these sizes can be used advantageously. The carton lamp sales activity can specifically accomplish two things, namely, fill empty sockets and introduce the higher wattage household sizes of lamps. The achievement of both of these considerations would be a definite step toward adequate lighting in the home.

The carton sale of lamps can be effected through the employee group or through Boy Scout or high school groups. The particular points of merit which facilitate the handling of this activity versus the specific room activity are as follows: The sale price of the item is low, personal taste factor is eliminated, no outside help is necessary inasmuch as the problem of installation is eliminated and only a very limited lighting education is necessary.

Organization

Companies having new business or commercial departments and a regular force of house-to-house solicitors appear to be in a preferred position for successful activities. If, however, the department and solicitors have never sold lighting before, they must be thoroughly trained on lighting subjects before they are sent out. Power salesmen as a rule have not been successfully employed in house-to-house selling; but appliance salesmen, properly educated, have made good records.

Central stations without commercial departments or solicitors have employed temporary solicitors for relighting activities. In general this has proved to be an unsatisfactory undertaking. Solicitors hired temporarily cannot learn central station policies and the proper lighting story in a few days. These temporary salesmen are usually concerned with obtaining commissions, and they have often been found making extraordinary promises which they knew could not be fulfilled.

Employee Cooperation

Many central stations have featured their relighting activities to their employees shortly before the general public announcement. Special price concessions have been made to the employees at this time in order that definite action might follow quickly. This method is of value in getting some actual installations in use and is also of great value in educating employees.

The enthusiastic support of the entire employee group is of great importance, and a definite means of creating it should accompany each activity. Practically how far into the organization this can go depends upon local circumstances. Many trial installations of fixtures have been ordered removed from the homes of friends of central station employees because some employee, a friend of the family in question, either did not know about the activity, or was only lukewarm when questioned concerning the specific fixture. Strange as it may seem, practically all central station employees are looked upon as authorities on things electrical by their circle of

friends and acquaintances. The word of mouth advertising which can filter through from employees to their families, friends and then on to the friends of these friends becomes a very big influence in the aggregate. The size of this formidable group warrants that their interest and enthusiasm be fortified by employee enthusiasm.

In some cases central stations have paid commissions to employees bringing in orders for fixtures. Commissions have also been paid to employees bringing in "leads" where sales could be easily made. This offers instills enthusiastic support for the movement and also offers an opportunity for creating a favorable impression for the activity among the employee group.

The enthusiasm of the regular solicitors must not be jeopardized by employees canvassing their territories. The plan used must provide for cooperation between the employee-group and the solicitor-group.

The interest and enthusiasm of the employee-group has been very effectively created through the medium of a sales activity centered about a "home convenience carton" assortment of Mazda lamps. All departments of the company, including meter reading, sales, engineering, line, office, purchasing, etc., have made excellent records in this type of activity. Quotas based on the sale of one carton to each six residence meters have been exceeded in a large number of activities. Single individuals have sold practically 700 cartons of lamps during a single activity. At twenty-five cents per carton, the usual commission, this activity netted these individuals \$175. In addition prizes are usually offered.

Plans of Operation

It will be found advantageous to place the guidance and supervision of the lighting activity in the hands of one person. Those companies having a number of communities isolated from the main headquarters can operate the identical activity at the same time with one individual in charge of each of the isolated communities. The managers in each of the separate communities follow the same plan as that set at headquarters, and are made individually responsible for the results in their respective territories.

The manager in general charge must, of course, select the equipment to be sold, establish prices, determine payment schedules, trial installations, salesmen's territories and commissions, determine installation policy, follow-up, promptness of installations, establish quotas, advertising, and provide the educational program for the salesmen. Meetings at the beginning of each day are invaluable for the checking of installation orders, for instilling enthusiasm and for the trading of experiences between the salesmen themselves.

The equipment to be sold must do what the story and advertising claims for it. Obsolescence, novelty of appearance, specifications, etc., taken singly are not strong enough in themselves to create sales. Eye conservation appears to create the greatest urge to buy.

Time payments permit of a great number of sales

which could not otherwise be made. Payments extending over a period of nine to twelve months have been used in practically all cases, and the amounts are added to the regular electric service billing.

Trial Installations

Trial installations seem to be indispensable. A number of men who have been actively in charge of successful campaigns claim that a relighting activity should not be conducted unless trial installations are incorporated in the plan. The experiences from all fields of lighting confirm the idea that demonstrations of lighting are needed if the message of better lighting is to be conveyed. The trial installation is a means of providing a lighting demonstration, and in this case is even more valuable because it is conducted on the prospective customer's premises. It has been found that a trial installation of sufficient duration (30 days, for example) affords the prospective customer full opportunity to have lived with the equipment. It is not uncommon to find that people at the end of the trial installation have become fully accustomed and quite oblivious to the improved lighting. While every reasonable effort is made to retain the installation in case of cancellation, it is not at all unusual to find that a fulfilled order for removal at the end of thirty days brings the customer back to a full realization of the superior lighting which has been enjoyed. The contrast has often created an immediate voluntary reorder of the fixture or the sale of a fixture at some later date. The likelihood of this occurring is obviously reduced as the time of trial installation is reduced. The least amount of time that may be used has not been reduced to exact figures, inasmuch as this factor has not been subject to extensive research.

In planning the activity it must be remembered that surveys indicate that about one-half of the people are living in rented homes. These people will often consider the activity unsuited to their conditions. Fixtures have been sold to renters by extending the trial installation to these people the same as to the people owning their homes. Furthermore, the central station agrees to rehang the new fixture in the event that the purchaser moves within one year. The old fixture is wrapped for storage. These latter two offers are to be made at no additional cost to the customer. Some sales have been made without this offer, but the offer is considered a very important sales aid.

Survey Method

One method, requiring the surveying of the wiring and lighting of the home called on, possesses merit which deserves attention. Survey cards with spaces for the number and kinds of fixtures, portable lamps, lamp bulbs and convenience-outlets in each of the principal rooms of the home are carried by the solicitors. This affords an opportunity for the solicitor or the lighting department to make complete recommendations for the relighting of the home. Aside from this, these cards, when filled, afford an excellent reference for determining the most profitable future activities to be undertaken. It must be borne

in mind that this method reduces the number of calls which the solicitor can make. For this reason adjustment in the salesmen's compensation has been made for the information obtained.

Salesmen's territories, quotas, commissions and bonuses should be established in advance and should be adhered to strictly. Variations in quotas between different groups of the sales organizations are often found necessary in the original plan due to variations in livelihood and density of population in the respective territories. While the possible number of calls a day per salesman may vary, it has not been unreasonable to assume that fifteen calls can be made. These are to be made from a properly selected list with credit standing assured. With a thirty-day activity planned, each salesman should report on from approximately 300 to 400 customers. From past experiences with well-organized activities directed to well selected lists, it is not unusual to find from 25 to 35 per cent of the customers called on were sold. Knowing the number of salesmen actively participating in the activity, it is possible for the manager to not only establish quotas, but also to have some idea of the size of the order to place with the manufacturer supplying the lighting equipment.

Compensation

The sales force is usually dependent on commissions for income, although a small salary in addition is not uncommon. Whatever the commission, although it is higher than that on regular appliance sales, it should be based on an adequate income for good work and should be as nearly comparable as possible per month with that obtained from activities on other merchandise sold. If this is not done, there will be an unsatisfactory reaction against the activity and future lighting activities. Some central stations have compensated their salesmen for both the sale of the unit and the amount of the added wattage as well. This appears both commendable and reasonable when the revenue from just an additional 25-watt lamp in an active socket is considered. On analysis this modest addition can increase the gross revenue \$2.50 per year per customer.

An added incentive has been created in some activities by the offering of prizes. However, in general it is not wise to offer a grand prize for the most units sold, as it usually narrows the possible prize-winners down to a few men. Rewards for the attainment of individual quotas have proved to be effective. Prizes for the best showing over different periods during the campaign keep competition alive. This latter arrangement is particularly suitable for the first and last part of the campaign.

One method of simplifying the billing and recording of accepted lighting fixtures which has been on trial is to have the trial order agreement which is signed by the prospective customer read in essence as follows: If, at the end of thirty days, the customer has not requested the removal of fixture, it is understood that the customer is satisfied and that he desires to keep the fixture. A certain sum is to be added to the electric service bill until the total quoted sum has been paid. On the other hand,

orders for removal under the thirty-day trial period are to be executed promptly by the central station company and without charge to the customer.

Fixture Hanging

It is very important that installations of all orders be made as soon as possible, preferably within 24 hours after the order is taken. Lack of coordination at this point has proved to be fatal to a number of activities.

The installers of equipment like the employee-group can do tremendous harm as well as work for definite good. Usually contractor-dealers have been called on to supply fixture hangers. Their competence for satisfactory installations is highly desirable. Therefore it is essential that they, and every individual associated with the activity, must know what is being offered, what its desirable points are, what increase in the electric service bill may be encountered, if any, and he must be behind the activity. While this may be somewhat difficult to obtain, from the fixture-hanger group, every effort should be made to obtain it, and, furthermore, checks should be made to maintain it. Negative attitude on the part of the fixture hanger accounts for many cancellations.

The payment for fixture hanging should be liberal enough to make it attractive to the contractor-dealer. The paying of a like amount for the original installation and the removal of the same fixture is to be avoided. Obviously this encourages the fixture-hanger to work for removals. An arrangement of paying more than the usual price for the original installation, with the understanding that no pay for removals will be made, eliminates the previously mentioned danger. Even paying double the usual price for hanging, which would also allow for removal of all fixtures should it be necessary, may be more advisable than the fee split into two parts.

Advertising

Newspaper space which the central station usually has under annual contract should be used to feature all of the important features of the campaign. Teaser advertisements preceding the campaign are to be followed by regular, clean-cut, simple advertising based on the appeal which is most effective in creating interest and an urge to buy. Of course, all of the appropriate appeals should be incorporated where possible, but these should be subordinated to the main issue. At present the best framework upon which to build the advertising is that of being "kind to the eyes," or the conserving of vision. The results obtained from this appeal, and the experiences of the solicitors have been continually adding support to the contention that this appeal possesses merit greater than another appeal taken alone. One group has declared that new fixtures are needed because, artistically, the fixtures in use are out of date; a few have argued that specification fixtures will turn the trick; some have advocated that lighting effect is the thing; and others feel that the story of reducing the burdens in the home is sufficiently convincing. Each of these attacks has been featured

more or less to the exclusion of the others, and in practically every case only partial success has resulted. Procrastination on the part of the buyer has to be overcome, and none of these issues taken alone, or even several of them used together, seems to create the urge to act immediately. We cannot think of the home without thinking of children. Their eyes are immature in growth and in function and, therefore, they are readily susceptible to injury and malformation. Near-sightedness, eyestrain, nervousness and other disorders often result from inadequate and improper lighting. These and other similar arguments pertaining to better seeing and to conservation of vision, properly presented, urge immediate action on the part of the householder.

Convincing results have been obtained from certain recent home-relighting activities, of limited duration, based on the eye-conservation appeal.

Company A.....	5,884	lighting fixtures
Company B.....	2,546	lighting fixtures
Company C.....	3,498	lighting fixtures

Obviously a well-planned activity incorporated all of the other arguments.

Newspaper advertising has proved its ability to create interest and sales for relighting in almost every case. A recent test case of its effectiveness in a small community is of interest. The newspaper advertising was run for eight weeks, and at the same time two solicitors were put out in the territory. At first little or no interest could be sensed by the solicitors, and the sales which were made were largely due to their direct efforts. As the program of advertising progressed, the solicitors began to find that the people knew more and more about the relighting story and were more interested. The sales increases from these two solicitors, doubling as it did between the first and eighth week, illustrates the effectiveness of newspaper advertising. Of course, allowance must be made for the accumulated experience of the solicitors between the first and eighth week.

Show-Windows and Stores

Show-window displays and store displays should feature the equipment being sold, its advantages, trial installations, prices, payment plan, etc. Inside of the store demonstration booths should be erected in which the story and the lighting effect may be demonstrated by the store sales force, or even by one person assigned to it. Before and after contrasts are particularly effective in emphasizing improved lighting.

Where there is dealer cooperation on the activity, the cooperating group should be urged to make similar window displays. In many cases the central station has furnished the fixtures for these trims.

Educational Program

Specially trained people appearing before women's clubs to tell the story of better lighting enables the central station to get a more detailed and lasting impression of the importance of lighting before the public than the door-to-door sales force can unaided.

A series of such meetings should be conducted before the specific time of the activity both for educational reasons and for the prospect list which can be built from them.

Lamp Shade Classes

Lamp shade classes are unique in creating lighting consciousness. These classes create many new sockets and provide means of obtaining excellent prospect lists. As a builder of good public relations they possess unusual merit.

Lighting School

The education of the sales force requires time and should be included in the general plan.

The educational program or sales school for lighting should immediately precede the activity with no intervening time spent on other merchandise. A typical educational program for the sales force follows.

First Day

Talks by several of the executives to convey the importance of the activity to the sales force.

The present status of wiring and lighting in the average home in your territory.

Luncheon

Better lighting a factor in improved customer relations.

Home lighting recipes.

Eyesight conservation.

Evening of the First Day

General employee meeting.

Inspiration talk on lighting and the campaign which is to follow the next week.

Second Day

How to appraise residence lighting fixtures.

The merits of the fixture which you are going to introduce to the public.

Experiences of other companies in selling better lighting.

Luncheon

The sales plan and quotas.

The advertising program.

Sales aids.

Playlet: "Turning to the Light" to be enacted by employees.

Evening—Banquet

While longer schools have been conducted, they have usually been held previous to two lighting activities; i.e., for commercial lighting and residential lighting. This program is intended primarily to educate; however, it is also the time for the manager of the activity to build up a spirit of enthusiasm for the undertaking.

Lamp Recipes

When the development of residential lighting began, standardization appeared hopeless owing to the variable personal taste. However, with the unfold-

ing of fundamental requirements of convenient and adequate utilitarian lighting, it was found that personal taste is not involved in the principles of lighting recipes, and that it has wide latitude in utilizing them. In other words, the fundamental lighting recipes are the same in a cottage as in a mansion.

Taste has wide range in the choice of proper equipment. Light-users must be taught that good lighting principles are more or less fixed, although they allow a wide latitude of choice and arrangement. Lighting recipes afford a direct means to an end. They have been available for quite a few years, and by no means have they outlived their usefulness. In fact, they are such necessary and very important aids in the development of residential lighting that constant effort is being made to simplify and to extend them.

Lamp recipes—specific lamps for specific purposes—are evolving from the lighting recipes. Where one of these becomes established, confusion disappears and residential lighting makes a permanent advance. For example, one central station operating kitchen-unit campaigns for the last five years has and is selling the 150-watt Mazda daylight lamp for this purpose. During this time this lamp has been termed the "kitchen-unit lamp," and is now recognized as such. By establishing this lamp recipe, a recent survey of the homes on this utility's lines reveals that practically three out of four kitchens having modern lighting are using this lamp instead of the more generally recommended 100-watt inside-frosted lamp. This illustration of the efficacy of the idea is of particular interest when further analyzed. Neither the fact that the 150-watt Mazda daylight lamp at present costs nearly three times as much as the 100-watt regular lamp, nor the difference of 50 watts, which during a year increases the consumer's bill perhaps 15 per cent, prevented the acceptance of this lamp recipe.

Other lamp recipes in the home can also be stated in terms of utilitarian requirements. As we approach the predominantly esthetic application of lighting in the home, the lighting recipes—and, therefore, the lamp recipes—become less standardizable. Finally we have a large field of predominantly esthetic lighting in which personal taste and ideas have full sway.

Many specialized businesses base their develop-

ment upon the service to be obtained from the product. Lighting recipes and lamp recipes afford the lighting interests a practical means of developing the residential lighting business. This foundation can be built most readily upon utilitarian requirements which these recipes supply. Esthetic aspects need not cause any worry—they will be taken care of in other ways for the time being. Even these as they become more understood and more generally used will evolve to the form of lighting recipes.

Contractor-Dealer Co-operation

As it is imperative to have cooperation from all electrical interests, the contractor-dealer should be included in the plan of activity. Liberal offers for sales, handling of time payments and all reasonable concessions should be made. This has been done repeatedly in all parts of the country, and more active participation on the part of this group is anticipated.

Repeating Relighting Activities

Many central stations entered the field of relighting residences via the kitchen unit, and having conducted one campaign have never re-entered the field. The reasons advanced for the discontinuance of relighting activities generally come down to either of the two following reasons: The activity was not successful and creates poor customer relationships, or the activity was very successful and the job is done. There is plenty of evidence to refute both contentions. For example, one company has repeated the kitchen activity periodically each year until now they have sold over 20,000 units. During the last three years in their sixth, seventh and eighth activities, they have averaged 2000 units per year. Even though relighting in the other rooms of the home has occupied their attention ever since their second campaign, the kitchen unit has never been forsaken. Even now they still have some 40,000 customers that have not been sold. From this it is obvious that a single activity does not conclude the job. By having a specified time on the calendar of each year for relighting, all details of the plan can be established well in advance. This is of real importance, as last minute arrangements leave many openings for trouble both on the inside of the organization and on the outside.

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